

DEPARTMENT OF THE ARMY
HEADQUARTERS, SEVENTH ARMY NONCOMMISSIONED OFFICER ACADEMY
UNIT 28125
APO AE 09114-8125

AETT-NCO-CO

4 December 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Primary Leadership Development Course (PLDC) Student SOP

1. The enclosed Student SOP is the master copy for Major Commands (MACOMs) to reproduce and distribute to the company level. USAREUR units will provide a copy of the Student SOP to each soldier upon notification of attendance to this Academy for PLDC.
2. Soldiers attending this Academy are required to bring the Student SOP for in processing and as a continued reference during the course.
3. The Student SOP is updated annually by this Academy. Should changes occur throughout the year, extra sheets are sent out with an instruction letter so that changes can be posted to the Student SOP and NCOA Website.
4. The Point of Contact for recommended changes or suggestions is the Academy Chief of Training at DSN 475-8456/8288.

"LEADERS TRAINING LEADERS"

//Original Signed//
JAMES F. CAMPBELL
CSM, USA
Commandant

DISTRIBUTION:
1-Each MACOM School NCO
1-Each student

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UNIT 28125
APO AE 09114-8125

AETT-NCO-CO

29 September 2004

MEMORANDUM FOR STUDENTS

SUBJECT: Welcome Letter

1. On behalf of the staff and faculty of the Seventh United States Army Noncommissioned Officer Academy, I congratulate you on your selection to attend the Primary Leadership Development Course (PLDC).
2. The Student SOP is your reference in preparation to attend PLDC. It provides a course overview; enrollment requirements and additional information that will further assist you in preparing for this course. Read it thoroughly and apply what you have read.
3. If you are currently on permanent profile, your profile must be reviewed and approved by myself prior to your arrival. See the link below for proper routing procedures.
4. If you have deficiencies on your packing list items, you must also have prior approval from me. I must receive a memorandum from your Battalion Commander or Command Sergeant Major stating your shortage and brief explanation why you should be provided an exception.
5. For instructions, questions and the most up to date information you need to visit the Academy Website at; http://www.7atc.army.mil/NCO_Academy/default.htm .
6. The entire Academy staff and faculty join me in wishing you success during your attendance at the NCO Academy. You will find the course to be both a challenging and rewarding experience. We hope that you graduate with a real sense of accomplishment and a true commitment to make your part of the United States Army better.
7. POC this memorandum is the undersigned at DSN 475-8451/8498.

"LEADERS TRAINING LEADERS"

//Original Signed//
JAMES F. CAMPBELL
CSM, USA
Commandant

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PREFACE

STUDENT SOP

PRIMARY LEADERSHIP DEVELOPMENT COURSE

1. PURPOSE:

- a. To establish policy and procedures for soldiers selected to attend the Seventh United States Army Noncommissioned Officer Academy.
- b. To provide a single source document to assist soldiers during their reception and integration to the Academy.

2. APPLICABILITY:

- a. The Student SOP applies to all soldiers selected to attend the Seventh United States Army Noncommissioned Officer Academy.
- b. This SOP must be thoroughly read and complied with by all prospective students.
- c. The Academy staff and cadre are available to provide additional guidance, assistance, and answer any questions you may have.

7th Army NCO Academy
Student SOP
(Updated August 2004)

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THE ARMY SONG

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Go to http://www.7atc.army.mil/nco_academy/student.htm for Annexes A, B, C and this Student SOP.

CHAPTER 1

COURSE SUMMARY

1-1. PURPOSE: This chapter outlines the Primary Leadership Development Course Program of Instruction. PLDC prepares prospective and newly promoted Sergeants to perform the duties and execute the responsibilities of junior noncommissioned officers. PLDC provides education, training and experience for the Army's junior leader(s). It is a MOS non-specific course taught in a NCO Academy live-in environment using the small group process. The course focuses on leadership and the duties, responsibilities, and authority of NCOs. Students learn using performance oriented training and validate their comprehension through numerous performance evaluations and written examinations. The training culminates with an extensive 30 hour Situational Training Exercise (STX) during which the students apply lessons learned throughout the course in a field environment.

1-2. OBJECTIVES:

- a. To make junior leaders aware of their duties, responsibilities, and authority.
- b. Train junior leaders in the fundamentals and techniques of leadership.
- c. Prepare junior leaders for leadership positions.
- d. Provide junior leaders knowledge of NCO roles in training and leading.
- e. Provide junior leaders with a thorough understanding of the high personal and professional standards that we must maintain as noncommissioned officers.
- f. To instill in junior leaders increased self-confidence and a sense of responsibility.
- g. To provide junior leaders with the ability to sustain the physical fitness of their subordinates.
- h. To provide junior leaders with the tools to care for their soldiers and their soldiers' families.

1-3. COURSE LENGTH: PLDC is a non-MOS specific 4 week 2 day leadership course.

1-4. COURSE SUMMARY: PLDC is composed of eight major blocks of instruction: Leadership, Communication Skills, Supply/Maintenance, Professional Skills, Training, Military Studies, Individual Studies, and the Field Training Exercise. PLDC is designed based upon an educational philosophy meant to challenge students through a thorough academic and performance-based structure. The course of instruction enhances those skills with which students are familiar and develops new skills that they will need in the performance of their NCO duties.

1-5. COURSE STRUCTURE: The following table provides a listing of all Training Support Packages and a brief synopsis of their content.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS
A201, Inprocessing/ APFT/ Weigh-in	Students receive advance sheets, required publications, administrative processing, and height and weight evaluation. Students must take the initial Army Physical Fitness Test (APFT) within the first 72 hours of enrollment as a graduation requirement. Allow one retest 7 to 14 days after initial APFT.
A202, Outprocessing	Time allocated for the purpose of outprocessing students at the conclusion of PLDC.
A204, Graduation	Time allocated for the purpose of conducting a formal graduation where the commandant and cadre can present students with honors and diplomas.
L221, Introduction to Army Leadership	During this lesson students will learn some basic information concerning Army leadership and the leadership framework--its construction--and the definition of leadership. The student will learn the three levels of leadership and will be able to describe the terms "Leaders of Leaders" and "Subordinates."
L222, What a Leader Must Be, Know, Do	Students will learn what they must Be, Know, Do to be an effective NCO. The primary focus of this lesson is to enhance the students' knowledge of these characteristics. The lesson will also show the students how embracing these characteristics, in their approach to leadership, reinforces their role as leaders.
L223, The Human Dimension Role in Leader Development	In this lesson, students will learn the scope of importance that the human dimension role has on leadership. They will identify the three major elements in the makeup and success of the soldier, team, and institution. They will learn of the various causes of stress and how climate and culture dictates the environment in which they lead. Students will learn that there are five leadership styles available to them to use based on the situation, mission, and their subordinates. Finally, they will learn that all of their actions and decisions will have intended and unintended consequences.
L224, The Four Direct Leadership Skills	Students will learn the interpersonal, conceptual, technical, and tactical skills that the leader must KNOW to effectively lead a squad of soldiers. First they will learn how communicating, supervising, and counseling are key interpersonal skills. They will learn the four conceptual skills--critical reasoning, creative thinking, ethical reasoning, and reflective thinking--to ensure that they think their decisions through and they make the best possible decisions. Students will learn the importance of technical expertise in knowing and operating equipment so as to train their subordinates in its use, to include new equipment. Finally, students will learn the two areas--doctrine and field craft--that a leader must KNOW to lead a squad of soldiers in peace and war.
L225, The Three Direct Leadership Actions	Students will learn the three leadership actions that direct leaders must perform to effectively lead a squad. They will also learn many categories (actions) that make up influencing, operating, and improving.
L226, Maintain Discipline	This lesson provides information to students concerning their role in assisting the commander in maintaining unit discipline. It provides options available to the NCO support channel and the chain of command to enforce unit discipline. Students will learn the differences between discipline and self-discipline, types of military authority, individual and command responsibility, and NCO responsibilities and associated duties; they will identify command relationships desired among officers, NCOs, and their subordinates. This lesson also covers the Army Homosexual Conduct Policy.
L227, Enforce the Equal Opportunity Program	This lesson will refresh the students awareness of the Army's Equal Opportunity (EO)/Equal Employment Opportunity (EEO) programs and provide training in the prevention of sexual harassment. Students will learn their responsibilities in enforcing EO/EEO behavior patterns, the complaint process, and methods to resolve problems.
L228, Conduct Developmental Counseling	Students will learn the fundamentals and techniques of developmental counseling. They will prepare for and conduct a subordinate-centered counseling session producing a plan of action that focuses the subordinate on individual and unit goal accomplishment.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
L229, Supervise the Implementation of Financial Readiness Actions	Students will learn from this lesson information that will help them enhance the financial readiness in their units. They will learn the different support agencies that assist soldiers and their families, various military pay entitlements and allowances, the meaning of the blocks in the leave and earnings statement and the net pay advice statement, and the procedures for setting up bank accounts and resolving pay complaints.
L230 The Army Writing Style	This lesson introduces the student to the Army writing style. The student will learn how effective Army writing transmits a clear message in a single rapid reading and is generally free of errors in grammar, mechanics, and usage.
L231, Commandant's Orientation	The commandant welcomes the new students and provides them an orientation and briefing on the local SOP. His welcome includes a safety briefing and standards of conduct expected while attending the course, and he introduces the staff and faculty. He also explains PLDC graduation requirements, NCOA standards, and local command policies. (Developed by local academy commandant.) NOTE: This TSP is 9 hours. Use the hours for the commandant's orientation, community events, guest speakers, etc. Only show the hours actually used on the training schedule.
L232, Introduction to PLDC	SGLs will provide the students an overview of the Primary Leadership Development Course and explain the objectives and course standards. They also discuss the course's content, explain the small group process, and cover study requirements and techniques.
L233, ID the Historical Progression and Significant Contributions of the NCO	This lesson teaches the student the historical progression and significant contributions that the NCO has made as he existed during the pre-Revolutionary War period, Revolutionary War, War of 1812, Civil War, World War I, World War II, Korean War, Vietnam War, Operations Just Cause, Desert Storm, and Enduring Freedom.
L234, Perform Personnel Actions	Students will learn how to perform the duties as a rater of a subordinate soldier using the NCO Counseling Checklist/Record (DA Form 2166-8-1) and the Noncommissioned Officer Evaluation Report (NCO-ER) DA Form 2166-8).
T221, Risk Management	This lesson teaches the students how to implement the risk management process to minimize the frequency and severity of accidents in the activities they will lead. They will learn the basic principles required to implement risk management, the five steps of risk management, the human behaviors that affect mission readiness, and the hazards associated with fratricide.
T222, After Action Review (AAR)	Students will learn how to conduct an AAR and the importance of the AAR process, by allowing all participants in an exercise to provide input into how well an exercise went, what the purpose of the training was, what when right, what went wrong, and how to improve.
T223, Battle Focused Training	This lesson will provide a basic introduction to battle focused training. Students will learn the Army's nine principles of training, training doctrine, Mission Essential Task List (METL) development process, training planning process, and requirements for training execution. Also, the student will learn the NCO's training responsibilities, preparation necessary to conduct individual training, and training execution considerations. Students will prepare and conduct individual training.
T224, Physical Fitness, Train the Trainer	Students will learn the techniques and procedures needed to conduct the Army's physical fitness program. This lesson's primary focus is to enhance the students' knowledge of physical fitness and how to conduct a variety of fitness training exercises. This lesson offers the students the opportunity to actually perform the different exercises.
T225, Operate the Multiple Integrated Laser Engagement System (MILES)	This lesson teaches the student how to operate the MILES system by conducting preoperational checks of the system and how to adjust sights to engage targets with the system. The lesson teaches the importance of using the MILES systems; it shows how much more realistic training is when using the system.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
T226, Supervise the Implementation of Preventive Medicine Policies	This lesson provides the students some of the most important aspects of training their subordinates in the medical threat and principles of preventive medicine measures. It teaches them that as an NCO it is their responsibility to ensure their soldiers remain healthy during field operations. Students will learn preventive medicine measures for heat injuries, cold injuries, insects, poisonous plants and fruits, food and waterborne diseases and illnesses, noise hazards, and toxic chemicals (Non-NBC). Students will also learn to monitor their subordinates' personal hygiene and physical and mental fitness.
T227, Environmental Awareness	Students will learn important aspects of the Army's concern for the environment. They will learn the four sources of environmental law and the four pillars of the Army's environmental program.
T228, Conduct Drill and Ceremonies	Students will learn how to form and march a squad of soldiers using common drill terms.
T229, Wear and Appearance of the Uniform	This lesson provides students the knowledge to ensure that their subordinates maintain their personal grooming, proper fit, and the correct wearing of the Army uniform in accordance with regulatory guidance.
T230, Supervise Preventive Maintenance Checks and Services (PMCS)	This lesson presents information the students need to know to maintain the essential war fighting edge through proper PMCS. They will learn to select the correct reference and use correct PMCS tables to make the required entries on the DA Form 2404 or 5988-E. They will also learn the purposes of DA Forms 2408-14, 5988-R and DD Form 314. They will inspect an item of equipment IAW the appropriate -10 TM.
T231, Supply Procedures	The intent of this lesson is to make students aware of their supply responsibilities; it will help them do their part in the care and accountability of equipment and supplies entrusted to them and their subordinates. They will be able to identify the requirement needed to comply with Army property accounting, the difference between accountability and responsibility, the purpose of inventories and hand receipts, and the requirements for the command supply discipline program.
T240 Suicide Prevention	The intent of this lesson is to show the student how suicide is detrimental to the readiness of the Army and that it is a personal tragedy for all those affected. The Army's strength rests with our soldiers, civilians, retirees, and their families, each being a vital member of our Army.
W221, Map Reading	This lesson provides the student with reinforcement training of some of the skill level one map reading skills and land navigation skills. The lesson will also teach the more complex skill level one skills. This lesson is a foundation for the land navigation lesson later in the course. Students will learn how to determine elevation, orient a map using a lensatic compass, determine direction, covert azimuths, determine polar coordinates, and learn intersection and resection techniques.
W222, Combat Orders	This lesson will teach students their troop-leading procedures and three types of combat orders--warning order, operation order, and fragmentary order. They will also learn the importance of and what they must concern themselves with while conducting precombat checks. Students will learn to implement a squad level combat order by conducting troop-leading procedures, conducting precombat checks, and interpreting the commander's intent of a combat order.
W223, Conduct Movement	Students will learn some basic techniques and procedures used to employ a squad-sized element in combat. They will learn the basics of moving a squad/team--using hand and arm signals--using the appropriate movement techniques in the proper movement formation based on the tactical situation. Students will also learn how to select a movement route using a map, conduct actions at danger areas, and enforce detection prevention measures.
W224, Occupy an Assembly Area	Students will learn the procedures required to occupy an assembly area. They will learn how to prepare to occupy the area, move to the area, establish security, and defend an assigned sector.

TSP NO./ TITLE	TRAINING SUPPORT PACKAGE (TSP) SYNOPSIS, cont
W225, Combat Operations	Students will learn the basics of leading a team/squad in basic combat operations by reacting to contact, breaking contact, reacting to an ambush, and conducting a hasty attack.
W226, Land Navigation	Students will utilize the skills they learn from this lesson, coupled with the skills they learned in the map reading and conduct movement lessons, to navigate from one point on the ground to another point while dismounted using a lensatic compass during day and night. Students will take a performance examination where they must find a minimum of three of four points to graduate from PLDC.
W227, Situational Training Exercise	Soldiers will participate in an end-of-course situational training exercise. SGLs will assign students to leadership positions where they will lead a section/squad. SGLs will evaluate the students in their leadership abilities and on how they use their troop-leading procedures and other leader skills they learned in the course.
S201, Study Hall	Study hall provides students time to adequately study and prepare for the next day's lessons. Allows an SGL to recognize and assist students in correcting poor study habits.
S202, Training Support Activities	The commandant uses these hours at his discretion for retraining/retesting, equipment issue/turn-in, travel time as required to/from training areas, physical fitness retesting and sustainment, and other non-program of instruction (POI) hours that require instructor contact hours (ICH).
S203, Student Counseling	SGLs use these hours for reception and integration counseling, mid course counseling, end of course counseling, and additional counseling as required.

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CHAPTER 2

IN-PROCESSING

2-1. PURPOSE: This chapter provides in-processing requirements as well as other helpful information you need to know before enrollment. In-processing is done at the Grafenwoehr Post Theater starting Day 1. All prospective students must arrive at and sign in with their MACOM Representative and 7ATC Schools NCO at the theater the day of In-processing in order to secure a PLDC seat.

a. PREREQUISITES:

(1) The first level of institutional Noncommissioned Officer training prepares specialists, promotable specialists, corporals and sergeants for leadership responsibility. PLDC is a prerequisite for promotion to sergeant and for attendance at Basic NCO Course.

(2) Unit commanders will rank qualified soldiers as follows:

(a) **First Priority:** Sergeants (SGT) that are non PLDC graduates and may or may not have a PLDC waiver

(b) **Second Priority:** Specialists (SPC)/Corporals (CPL) promotable (P). These soldiers are prioritized in this category as follows:

[1] SPC/CPL (P) that have met their cut-off score.

[2] SPC/CPL (P) serving in an MOS identified as a “STAR MOS” by monthly PERSCOM Promotion Cut-Off Memorandums.

[3] SPC/CPL (P) serving in an authorized NCO position based on the highest number of promotion points.

[4] All other SPC/CPL (P) based on the highest number of promotion points.

(c) **Third Priority:** SPC/CPL in leadership positions, and in order to fill all PLDC seats, non-promotable SPC with demonstrated leadership potential may attend PLDC only when all higher OML categories are exhausted.

(3) Students must not exceed height and weight standards.

(4) Students must be eligible for reenlistment.

(5) Students must have 6 months time in service (TIS) remaining upon graduation.

(6) Students must not have been convicted of a misdemeanor crime of domestic violence (Lautenberg Amendment).

(7) If age 40 or over, must have completed a periodic physical exam within the last

5 years (This meets the CVSP requirements) this must be annotated on the Part II of the Unit Pre-execution Checklist.

b. WEIGHT STANDARD:

(1) Soldiers MUST meet weight standards listed in AR 600-9 and AR 350-1. Personnel not meeting weight standards will be denied enrollment and a memorandum will be forwarded to the first General Officer (GO) in his or her Chain of Command IAW AR 600-9, and AR 350-1.

(2) Personnel who are overweight are not authorized to attend the Primary Leadership Development Course. All soldiers scheduled for attendance at PLDC will be screened prior to departing their home station. Their height and weight (and the word "PASS", if they are within standards) will be recorded on their TDY orders (DD Form 1610, block 16) or on their Attachment Orders. Soldiers exceeding the screening table weight in Table 1 (para 20c, AR 600-9, Interim Change 101, dtd 4 Mar 94) will not be allowed to depart their command to attend PLDC until the commander has determined they meet body fat composition standards.

(3) Soldiers not meeting weight standards will be denied enrollment and notified in writing of the proposed action, the basis for the proposed action, and the consequences of denied enrollment.

c. PROFILES:

(1) Soldiers with temporary or permanent profiles that prevent full participation in the course will not be allowed to attend the Primary Leadership Development Course. The following are the regulatory guidelines that the 7th Army NCO Academy judges these profiles by.

(a) TRADOC Regulation 350-10 designates the United States Army Sergeants Major Academy (USASMA) as the proponent agency for NCOES.

(b) USASMA establishes the PLDC attendance prerequisites, graduation requirements, and conduct of the course. USASMA has accomplished this by establishing and issuing a Course Management Plan (CMP), and individual lesson plans. The 7th Army NCO Academy must comply with the established standards in the CMP and individual lesson plans or face non-accreditation.

(c) This Academy must also comply with Army and TRADOC regulations and policies.

(d) AR 350-1, states the following:

[1] Soldiers with temporary profiles that prevent completion of all course graduation requirements will be removed from the order of merit lists by their immediate commanders until the temporary profile is removed. Soldiers with temporary profiles will be denied enrollment.

[2] Soldiers who have permanent (Category II) profiles are eligible to attend appropriate NCOES courses.

[3] Soldiers who have permanent (Category III and IV) profiles must have been before a medical screening board prior to attending NCOES. Soldiers who have not been medically screened and classified with appropriate limitations will not attend courses.

(e) TRADOC Regulation 350-10, states: Upon arriving at a school, students must be fully capable of performing supporting individual tasks and the tasks required in the next lower level course.

(f) The Course Management Plan from USASMA states the following are the minimum physical requirements for the course:

[1] Army Physical Fitness Test: Students must pass the APFT in accordance with FM 21-20. The NCO Academy is only capable of conducting the 2.5-mile walk, 6.2-mile bicycle ergometer and 6.2-mile bicycle test on a conventional bicycle.

[2] Negotiate rough terrain under varying climatic conditions

[3] Conduct, demonstrate, and lead drill and ceremonies.

[4] Conduct, demonstrate, and lead physical fitness training.

[5] Walk a minimum of 3,200 meters with Load Carrying Equipment in a minimum of 3 hours.

[6] Lift and carry all required packing list items (OCIE and CTA 50-900) for short distances.

[7] Lift and carry 50.0 lbs for extended distances during the STX.

[8] Occasionally lift and carry, water, ammo, MREs, or sandbags in excess of 45 lbs.

[9] Low crawl, high crawl and rush for three to five seconds.

[10] Move over, through, and around obstacles.

(g)The PLDC Course Management Plan also lists the following tasks as being required for the STX. The CMP states that the tasks will be done in accordance with FM 7-8 and ARTEP 7-8 MTP.

- [1] Occupy assembly area.
- [2] Defend/execute a defense.
- [3] Perform hasty or point ambush.
- [4] Cross danger area/perform actions at a danger area.

(h) ARTEP 7-8 MTP lists the following sub tasks as necessary to accomplish the tasks listed above. This list is not all-inclusive.

- [1] Move under direct fire (high crawl, low crawl, three to five second rush).
- [2] Move over, through, around obstacles (except minefields).
- [3] React to indirect fire while dismounted.
- [4] React to flares.
- [5] Construct deliberate and hasty fighting positions.
- [6] Move as member of a fire team.

(i) Soldiers must be able to carry the following squad equipment, as required by mission necessity, throughout the STX:

- [1] PRC 119 SINGARS radio.
- [2] Machine gun.
- [3] 5 gallon cans of water.
- [4] Cases of Meals Ready to Eat (MRE).
- [5] Cans or cases of ammo.

(j) Soldiers must be able to execute the following tasks in the defense:

- [1] Dig with entrenching tool and pick axe.
- [2] Fill and lift sandbags.
- [3] Carry overhead cover materials.
- [4] Construct perimeter to standard

(k) Class graduation requirements include an evaluation of each student's leadership abilities during the STX. Students must perform the above individual tasks in

order to receive a leadership evaluation. Some examples of profiles that prohibit soldiers from performing the above tasks are:

- [1] No running
- [2] No jumping (or no repetitive jumping)
- [3] No squatting (or no repetitive squatting)
- [4] No walking over uneven terrain
- [5] No wearing Kevlar, backpack/rucksack, LCE
- [6] No wearing protective mask
- [7] May not fire a weapon
- [8] No marching
- [9] No lifting
- [10] No Standing

(2) Soldiers must be able to participate in classes and performance examinations or they will not be admitted to PLDC. Classes are typically 50 minutes in length. Profiles that would prohibit participation include: no standing for more than 30 minutes; no sitting for more than 30 minutes; may not march in formation; may not participate in physical training in temperatures under XX-degrees; may not participate in physical fitness training; no formation running.

(3) Pregnant soldiers will not be admitted to PLDC. Soldiers identified as pregnant after enrollment will be administratively removed from the course. If the pregnancy is identified after completion of the strenuous portion of PLDC (i.e., STX), the soldier may be permitted by the Commandant to complete the course (i.e., case by case basis).

(4) Commanders and First Sergeants should consider the above information, and check to insure that the soldiers profile clearly allows full participation in training. The NCO Academy will not allow soldiers to conduct training in violation of their profile. If necessary, the soldiers will be returned to their unit.

(5) The Commandant of the NCO Academy is the approving authority for soldiers with Profiles to attend PLDC. Contact the Commandant with any questions about a soldier's profile. Make sure that the soldier can complete PLDC before sending the soldier to in-process.

(6) Profiles may be faxed to the 7th Army NCO Academy at 475-8497 and the point of contact is the plans NCOIC at 475-8278. Questions or points of clarification may be directed to the Deputy Commandant or Commandant at 475-8451/2.

(7) Soldiers with permanent profiles categories 2, 3 or 4 must bring a copy of DA Form 3349 (Physical Profile) as part of the course application. Soldiers with a permanent Category 3 or 4 profiles must have appeared before a MOS Medical Retention Board (MMRB) prior to attendance at PLDC. Soldiers must bring written results of MMRB with them to PLDC (AR 350-1). Soldiers who have been before a medical screening board, awarded medical limitations and allowed to retain their MOS will be eligible to attend the Primary Leadership Development Course and train within the limits of their profile provided they can meet minimum class graduation requirements.

(8) Soldiers receiving temporary or permanent profiles after enrollment in PLDC will be evaluated by the Commandant for continued enrollment. Soldiers who have met, or will be able to meet, minimum graduation requirements will continue to be trained within the limits of their profile. Soldiers unable to meet graduation requirements will be medically released and returned to their units and may, if eligible, be enrolled in a later course.

2-2. REQUIRED DOCUMENTATION: One of the key factors for success during in-processing are that soldiers report to the NCO Academy with the necessary documents listed below:

a. **Pre-Execution Checklist** - http://www.7atc.army.mil/nco_academy/student.htm
Soldiers reporting for training must have in their possession a completed and properly signed **Pre-Execution Checklist** (appendix C). Soldiers reporting for training without the checklist, signed by the soldier and unit commander, have 72 hours from the report date to provide the checklist with appropriate attachments. If they are unable to present a completed checklist within 72 hours they will be released from the course.

b. **Student SOP** - http://www.7atc.army.mil/nco_academy/student.htm.

c. **DD Form 1610** (TDY orders) 5 each - all information required in the below listed blocks will be annotated. **Include all attachments.**

(1) **BLOCK 9:** The MACOM responsible for your school allocation.

(2) **BLOCK 16:** Must have the HEIGHT/WEIGHT (and the word "PASS", if they are within standards), and date of last successful APFT will be recorded in this block or on their attachment orders. Body Fat Content Worksheet attached to DD Form 1610 or their attachment orders. **"COMMERCIAL TRAVEL IS AUTHORIZED FOR EARLY RELEASE"** should be annotated in this block to expedite a student's return to the unit, should an early release become necessary.

d. **MEMORANDUM/ATTACHMENT ORDERS** - For local units only, instead of DD Form 1610, and signed by the commander.

e. **STUDENT INFORMATION SHEET** (Annex B of this Student SOP or web link above)

g. **PACKING LIST** (Annex A) - Part I of the Pre-Execution Checklist must reflect that the soldier has all appropriate clothing and equipment. The 7th Army NCO academy will only issue missing items under the following circumstances:

(1) Coordination is made with the Commandant BEFORE the student arrives at PLDC.

(2) The soldier presents a memorandum listing the missing items and the reason why the unit could not obtain the items.

(3) The above memorandum is signed by the first LTC in the soldier's Chain of Command. It is the responsibility of the unit to correct all equipment shortages within the first week of PLDC. Soldiers missing items will receive an adverse developmental counseling, reflecting ineligibility for honors. Soldiers still missing items after 72 hours of enrollment will be released from the course.

(4) Deployed soldiers **need not** have a memorandum if deployment precludes them from having necessary Class A uniform items.

h. **PROFILES:** Copies of profiles (DA Form 3349) are required and will be processed IAW AR 350-1. Refer to AR 40-501 for application of the DA Form 3349. (Profiles should be completely filled out with all proper authentications) Students with profiles will be evaluated and have their 7th Army NCO Academy Student Information Sheet signed by their Academy Company First Sergeant in Block 12. Units must fax or hand carry profiles to the 7ANCOA for the Commandant's approval or denial NLT 10 days prior to the course start date.

i. **TIME IN SERVICE (TIS)** – AC Soldiers MUST have 6 months TIS remaining as of the course completion date IAW AR 614-200 and AR 350-1. RC Soldiers must have 2 years remaining on their contract. In case ETS is not adjusted on the soldier's ID card after his/her extension/reenlistment, the soldier must bring a copy of his/her contract.

2-3. BILLETING: All PLDC Students will be billeted at PLDC; this includes soldiers from local units. Billeting at the Academy is not available for sponsors. Incoming students traveling more than 4 hours may be billeted by the Academy the day prior to in processing. Sponsors of students requiring early billeting will make prior coordination with the Academy.

2-4. VEHICLE PARKING: Vehicles used to transport students for in/out processing will be parked in the following parking areas: Tower theater parking lot, parking lot south of Sumter Avenue and the parking lot east of Burke Street. Students are prohibited from driving any vehicle while attending PLDC.

2-5. MEALS: Students will be provided meals at government expense through the Grafenwoehr Consolidated Dining Facility.

CHAPTER 3

GENERAL ADMINISTRATION

3-1. PURPOSE: This chapter describes general administrative procedures within the 7th Army NCO Academy. Students are responsible for being familiar with the 7th Army NCO Academy Student SOP and its contents upon arrival at the NCO Academy. Failure to comply with the policies or procedures contained herein may result in an early release from the academy.

3-2. PRIVATELY OWNED VEHICLES/MILITARY VEHICLES: Students will not bring POVs or military vehicles to the Academy. Students will not be allowed to drive or be a passenger in a POV, or rental car for any purpose during the course unless approved by the Commandant. The only exception is when the Class Schedule reflects a Personal Day.

3-3. MAIL: Student mail will be picked up and distributed daily during the dinner formation. The addressee will pick up registered, certified, or insured mail at the Community Mailroom once arrangements are coordinated through the Company 1SG or Training NCO. Due to the short duration of the course, it is not recommended that students forward their personal mail to the NCOA. Arrangements should be made for sponsors to hand-carry mail from the soldier's unit as necessary. Students can receive mail at the NCO Academy at the following address:

Student Name
Student #_____, ____ Company
7th Army NCO Academy, PLDC
UNIT: 28125
APO AE 09114

DO NOT use the academy address for a return address; use parent unit address only.

3-4. TELEPHONE: Pay phones are provided for in each company and are available on post. Official Use Only DSN lines are available for students to call their units for Official calls only. Cell Phones will only be used or carried after Study Hall until lights out (2400 hours). Cell phones will be locked away in wall-lockers from 0001 until after Study Hall. Cell phones will remain locked in barracks wall-lockers during all field-training events (STX, Land Navigation, etc.).

3-5. STUDENT PAY: Community check cashing facilities and ATMs are available for student use. The parent unit of the student is responsible for any discrepancy in pay. Should a student fail to receive pay on payday, they will notify their sponsor, Small Group Leader (SGL), and/or parent unit.

3-6. RELIGIOUS SERVICES: Chaplain support is available to the academy. Religious services for Christian based religions will be allowed during Sunday's Commandant's Time. For other faiths accommodations are provided for in the Student Training Schedule. Get with your Cadre for more information.

3-7. WEAPONS/VALUABLES:

a. Weapons: Students will not bring any military or personal weapons to PLDC. Students will not possess any lock blade knife or any knife with a blade longer than three inches.

b. Valuables: Students are reminded that the safekeeping of valuables is a personal responsibility. It is recommended that high dollar personal valuables not be brought to the academy. Recommend that each student bring three (3) combination locks.

3-8. MEDICAL AND DENTAL TREATMENT: Students needing to go on sick call will report to their Small Group Leader (SGL) to inform them of their need to go on sick call. Sick call is conducted at the Academy Aid Station 7 days a week. Emergency treatment will be available at the Grafenwoehr Dispensary at all times. During the absence of cadre, students will report to the SDNCO located in building 638. Students will return to their small group leader (SDNCO, after duty hours) immediately upon returning from sick call. Students that miss required training may jeopardize their academic success. Health and dental records are not required except for those students having unique medical or dental conditions.

3-9. LAUNDRY: Laundry rooms are located throughout each company building. Washers and dryers are provided. The use of liquid detergent is strongly recommended. Powdered detergent may clog the machines and result in washing machine damage. The AAFES pick-up point has dry cleaning available and is a short walk from the academy area.

3-10. VISITATION: Chain of command, sponsors, and family members, are encouraged to visit their soldiers at the academy. The most feasible time to visit is during meals and on personal day. Students will not be removed from any training for visitors. Visitors must call the Training NCO/ First Sergeant/ or the Academy Academic Records section (Annex E) to schedule an appointment and to confirm students are available and not in training. There is no visitation during Commandant's Time.

IMMEDIATELY UPON ARRIVAL AT NCOA, IT IS THE STUDENT'S RESPONSIBILITY TO NOTIFY THEIR CHAIN OF COMMAND, AND ALL POTENTIAL VISITORS OF THIS POLICY. THEY MUST ALSO PROVIDE THEM THEIR STUDENT NUMBER, COMPANY, PHONE NUMBER WHERE THEY MUST MAKE COORDINATION TO VISIT, MEAL HOURS, AND LOCATION OF THE DINING FACILITY.

3-11. STUDENT SOP DISTRIBUTION: The Student SOP is provided to the MSC Schools NCOs. A copy of the student SOP can be downloaded from the 7th Army NCO Academy Web Site at http://www.7atc.army.mil/nco_academy/student.htm. **Units are encouraged to provide a copy of the downloaded student SOP immediately to**

soldiers when a promotion board recommends a soldier for promotion to Sergeant. This provides for the maximum amount of time to prepare for PLDC.

3-12. USE OF MULTI-USER COMPUTERS:

a. The computer systems located in Bldg # 638 RM # H1 are for the use of both Students and Staff of the 7th Army NCO Academy only.

b. Because these computers are connected to the USAREUR Network they are covered by the USAREUR computer user policy and regulations. Users of these systems will not visit sites that are inappropriate or disallowed by USAREUR or the local command i.e.

- (1) Adult content sites
- (2) Shopping sites
- (3) File Sharing Sites (KAZAA, NAPSTER, BEARSHARE)

The above are examples only. Abuse of these systems is subject to applicable regulations and punishment according to Academy policy or UCMJ.

c. Students utilizing these computers will read the 7th ATC NCO Academy user briefing and abide by it while using the computers. Users will sign in with the Staff Duty on the Computer user sign in sheet, signing in on the computer user sheet will constitute acknowledgement and understanding of the User briefing. The computers will be used only during the posted times and under the supervision of the Staff Duty NCO. If the Staff Duty NCO departs the Staff Duty area the Computer will be locked and not used until the return of the Staff Duty.

d. Students may use these computers for research, email (AKO EMAIL Only), student appeals. All others usage is on a case-by-case basis per the decision of the Staff Duty NCO on Duty.

e. The Staff Duty NCO will control the use of the computers by students as the Staff Duty NCO sees fit or is otherwise directed in their Staff Duty Briefing before or during their tour of duty.

3-13. HELPFUL HINTS:

a. View your preparation and attendance at PLDC as a deployment.

b. Ensure you have sufficient funds to defray the cost of:

- (1) Haircuts
- (2) Laundry
- (3) Tailor Service
- (4) Dry Cleaning (Class A Uniform)
- (5) Personal items (shaving gear, shoe polish, Brasso, towels, etc.)

c. Ensure uniforms are in accordance with AR 670-1 (Wear and Appearance of Army Uniforms and Insignia) and are not washed out in appearance.

d. Inspect all equipment needed for the course for serviceability.

e. *Ensure that you have no appointments or personal problems, which will hinder you while attending this course.*

f. Prior to attending PLDC, you need to study:

(1) AR 670-1, (Wear and Appearance of Army Uniforms and Insignia)

(2) FM 3-21.5 (Drill and Ceremonies)

(3) FM 21-20 (Physical Fitness Training)

(4) FM 3-25.26 (Map Reading and Land Navigation)

g. All students will bring: **STP 21-1 SMCT (Aug 03)**

h. Due to the amount of reading required, it is highly recommended that students have a 10.0 in reading comprehension and language comprehension on the TABE test. All Education Centers have reading comprehensive self-paced courses available.

i. Students with families must make sure their family members are prepared for their absence for 31 days. Family readiness for this course requires the same preparation as an extended deployment for training or actual deployments to support our nation's interests.

j. "Break in" your boots before you arrive at PLDC. Students march during the Land Navigation course and Situational Training Exercise.

**INTENTIONALY
BLANK**

CHAPTER 4

STUDENT ADMINISTRATION

4-1. STUDENT CONDUCT: The 7th Army NCO Academy trains and enforces the standards of the United States Army as prescribed by appropriate regulations and directives. It is the student's responsibility to maintain these standards during the course of instruction and throughout their military career. While on and off duty, students will maintain high standards of appearance and conduct. Misconduct of any type, no matter how small, may result in disciplinary probation or immediate dismissal from the course.

4-2. STUDENT ASSIGNMENT: During in-processing, students will be assigned to a company with a student number. It is very important that the student number, rank, and name are on all correspondence while at the academy. Unless otherwise directed, students will place this information at the top, right corner when filling out documents.

4-3. PROCEDURES FOR REPORTING TO CADRE:

When students are directed to report, they will:

- (a) Knock on the door (If indoors).
- (b) Enter on command.
- (c) Stop in front of the cadre at the position of attention.

(d) Address the cadre, then state rank, name and student number, i.e., "*Sergeant, SGT Smith, student number 101, reports.*" and wait for further instructions.

4-4. UNIFORM AND EQUIPMENT: Students are required to have certain items of clothing and equipment in their possession while at the academy. An inventory will be made during in-processing to determine accountability and serviceability. Soldiers missing items at initial inspection will receive an adverse developmental counseling, reflecting ineligibility for honors. Soldiers still missing items after 72 hours of enrollment will be released from the course. The uniform for each day is indicated on the training schedule. Changes will be posted on the student bulletin board. Civilian clothes will not be worn while attending PLDC.

4-5. TRAINING SCHEDULE: A copy of the training schedule is provided to each student upon arrival and is posted in each of the student classrooms. The training schedule is no longer available online due to force protection restrictions.

4-6. BULLETIN BOARDS: Students are responsible at all times for information posted on bulletin boards in the classroom as well as in the company area.

4-7. FORMATIONS/CADENCE CALLING:

- a. Students will march to and from all formations and training.
- b. Cadre will monitor any marching element moving outside of the academy grounds.
- c. Cadence calling is an important element in building unit cohesion and has a rich historical background in the U.S. Army. While innovative cadence calling is encouraged, it does not outweigh the need for respecting the rights of others. Cadence calling is prohibited in the vicinity of on post family housing or single soldiers' quarters.
- d. Cadre will ensure that when marching students in formation they refrain from using cadence or "Jody" calls that incorporate profanity or sexual innuendo. The use of profanity or sexual innuendo is unprofessional and not representative of the leadership principles

4-8. CLASSROOM PROCEDURES: Classroom norms will be established by the Small Group Leader at the beginning of the course. While the emphasis of classroom conduct is to foster the best learning environment possible, students are expected to maintain professional discipline and military bearing at all times. Classrooms will be maintained in a high state of organization, cleanliness, and repair **AT ALL TIMES**.

4-9. SPECIAL INSTRUCTIONS:

- a. All items such as billets, field equipment, uniforms, lockers, etc., will be prepared for inspection prior to first formation, daily.
- b. Brooms, mops, and cleaning materials will be kept in appropriate storage areas.
- c. Buffers will be stored so that the brush is not in contact with the floor or wall. When not in use, buffers will be secured.
- d. Lights will be turned off when the billets are unoccupied.
- e. Student leaders will inform subordinates of the time and place of any evening details to be performed.
- f. Fire extinguishers will not be removed or tampered with.
- g. When not in the billets, a complete and appropriate uniform will be worn.
- h. Students will **ONLY** use the cleaning materials issued by the Cadre to clean the barracks. No other items will be used.
- i. Students will observe proper customs and courtesies **AT ALL TIMES**. Whenever a soldier of lesser rank is addressing a senior, that soldier will assume the position of parade rest (if addressing an enlisted senior) or attention (if addressing an officer). **THERE ARE NO EXCEPTIONS!**

j. Pocket-sized radios or CD players are the only radios authorized and will only be utilized when inside the barracks during personal time (not while on detail), with **headphones only. Larger radios, including clock radios, are not authorized.**

k. Tobacco products will only be used in designated areas.

4-10. SAFETY:

a. **SAFETY IS FORCE PROTECTION:** Force protection must be an integral part of mission accomplishment by including risk assessment and risk management in the decision making process. Risk assessment/management eliminates unnecessary risk, minimizes fratricide, and avoids accidental injury to soldiers and damage to equipment. Force protection responsibilities continue around the clock, both on and off duty.

b. Safety in training and training safely is not synonymous. Safe training is achieved by integrating safety in the planning, development, and conduct of training. Leaders must commit to accomplishing missions without unnecessarily jeopardizing lives and equipment. They must recognize unsafe behavior while making prudent risk decisions and developing operational processes to minimize hazards.

c. Training safety consists of three interlocking tiers:

(1) **Tier 1** - The Commander: Validating soundness of training and evaluation plans for safety and resolving safety issues.

(2) **Tier 2** - The First Line Leader: Identifying necessary actions by responsible individuals, establishing a system to monitor training safety, and focusing on adherence to standards.

(3) **Tier 3** - The Individual: Ensuring soldiers look after themselves and others and know how to recognize unsafe conditions and acts.

4-11. BARRACKS SECURITY MONITOR (BSM): The primary responsibilities of the BSM are to ensure no unauthorized personnel enter the building and to alert the occupants in the event of an emergency. The BSM roster is prepared and posted by the student First Sergeant with SGL guidance and the DA Form 1594 (Duty Journal) will be kept by each building's BSMs. All events or incidents will be reported to the Academy SDNCO and logged on DA Form 1594. **The last BSM will complete the bottom of the form, sign it, and turn it in to the First Sergeant/Training NCO** not later than first call. No one is exempt from this duty, regardless of his or her position within the student Chain of Command.

4-12. PERSONAL DAY: Personal day may be used by the students to study, relax, exercise or visit local facilities. Students are allowed to have family members visit them on personal day. Family members are allowed only in company dayrooms and first floor latrines. **No visitors are allowed in student sleeping areas or classrooms. Students will comply with the Commandant's Policy Letter on Student Privileges.**

During personal day, all restrictions remain in effect with the following exceptions:

a. Students are restricted to within 20km of Main Post Grafenwoehr and may walk around as individuals, from the end of first formation until 2130. There will be a 2130 accountability formation in the company area. At this time, all students are required to remain in the company area, but are allowed to have visitors until 2230 curfew.

b. Students may use the Grafenwoehr sports facilities on personal day. When utilizing these facilities, the uniform for students is the Army Physical Fitness Uniform (PFU).

c. Cell phones may be carried and used after being released from the morning formation until lights out (2400). Students will shut their cell phones off during the 2130 accountability formation.

d. Students will not drive, but can be a passenger in a POV or commercial vehicle on personal day only.

4-13. STUDENT RESPONSIBILITIES: As a student you must strive to:

- a. Conduct yourself in a professional manner at all times.
- b. Be at your appointed place of duty at the appointed time.
- c. Perform all work on you own, unless otherwise instructed.
- d. Meet or exceed course graduation requirements.
- e. Recognize your shortcomings and request assistance as needed.
- f. Avoid actions that are prejudicial to others in the class.
- g. Continuously progress academically.
- h. Demonstrate motivation and appositive attitude.
- i. Be personally responsible.

CHAPTER 5

STUDENT ORGANIZATION

5-1. CHAIN OF COMMAND:

a. Throughout the course, students will be assigned and evaluated in leadership positions at least two times (once in garrison and once in the field). Responsibility for the control and discipline of the students rests with both of the below chains of command.

b. Academy Chain of Command:

- (1) Commandant
- (2) Deputy Commandant
- (3) First Sergeant
- (4) Senior Small Group Leaders
- (5) Small Group Leaders

c. Student Chain of Command leadership positions:

- (1) First Sergeant (Not evaluated)
(Superior performance will reflect on DA Form 1059)
- (2) Platoon Sergeant (Not evaluated)
(Superior performance will reflect on DA Form 1059)
- (3) Squad Leader
- (4) Team Leader

5-2. RESPONSIBILITIES:

a. SGLs are responsible for the overall administration, billeting, messing, and processing of all students. In addition, they have the responsibility of conducting squad training and rendering evaluations of the students to include making on the spot corrections and counseling.

b. The student Chain of Command responsibilities include the following:

- (1) Attending all classes with their assigned small group.
- (2) Organizing the Student Company formations.
- (3) Giving and receiving accurate accountability reports, and having accountability of soldiers at all times.

(4) Disseminating information from the Academy Chain of Command down to the members of each team, ensuring subordinate leaders are kept informed at all times.

(5) Movement of the company when directed by the training schedule or the Academy Chain of Command.

(6) Maintaining areas of responsibility to include billets, classrooms, and outside/inside common areas.

(7) Ensuring platoon/academy equipment is properly stored or displayed.

(8) Advising and supervising subordinate leaders in the accomplishment of their duties.

(9) Report violations of instructions or policies to the Academy Chain of Command.

(10) Properly briefing the new student leader when leadership positions are changed.

5-3. LEADERSHIP POSITIONS:

a. While the student positions of First Sergeant/Platoon Sergeant are not evaluated leadership positions, they are demanding and important positions. However, it must be remembered that the purpose of this course is to prepare soldiers to assume leadership positions at team or squad level.

b. The position of First Sergeant and Platoon Sergeant places students in leadership positions that far exceeds their level of leadership, experience and maturity the average PLDC student is expected to achieve. This has the potential to place additional stress on some students that may impact their academic standing.

c. To lessen the potential for degrading a student's opportunity to graduate, only students in strong academic standing will be considered for the position. For purpose of selecting a student for either First Sergeant or Platoon Sergeant an academic average of 80% or greater will be considered a discriminating factor.

d. SGLs and SSGLs must ensure that they consider the leadership potential and maturity level of a student when recommending a student for either of these positions. It is equally important that a student does not remain in either leadership position too long. The maximum amount of time a student can remain in these positions are five days for First Sergeant and Platoon Sergeant. Students will be removed from these positions earlier if their academic average falls below 80% or they receive a negative counseling or Spot Report.

e. **STUDENT FIRST SERGEANT:** Students selected for these responsibilities are done so based upon their academic standing, initiative, motivation, and professionalism. Students must be in a Go status at the time of selection for the position and not at risk of meeting minimum graduation requirements. If the student First Sergeant receives a No-Go during their tour of duty, they will be immediately relieved and replaced. In addition to the duties listed above, other responsibilities include:

- (1) Responsible for the police and orderliness of the Academy area as a whole.
- (2) Supervising students in the dining facility and ensures that students are not loitering.
- (3) Other responsibilities as directed by the Academy Chain of Command.

f. **STUDENT PLATOON SERGEANT:** The same selection criteria as prescribed for the student First Sergeant applies to the student Platoon Sergeants. Student Platoon Sergeants are assigned by the Senior SGLs. In addition to the duties listed under 5-2b, other responsibilities include:

- (1) Ensuring platoon members are up at first call and preparing for formation.
- (2) Maintaining 100% accountability of platoon members at all times.
- (3) Performing additional duties as directed their SGL.
- (4) Counseling student Squad Leader on duty performance.
- (5) Ensuring that assigned police areas and living areas are maintained to Academy standard.

g. **STUDENT SQUAD/TEAM LEADER DUTIES:** Squad Leader/Team Leader positions are assigned and evaluated by the SGL. In addition to the duties listed under 5-2b, other responsibilities include:

- (1) Keeping the student Chain of Command informed of squad/team members who need help with problems.
- (2) Checking each member of the squad/team at first call to ensure that they are up and preparing for first formation.
- (3) Checking the squad/team at all formations to ensure that all members are present, and in the proper uniform.
- (4) Maintaining 100% accountability of squad/team members at all times.
- (5) Performing additional duties as directed by the Academy Chain of Command.
- (6) Squad leaders will counsel student team leaders on duty performance. Team leaders will counsel 2 members of their team (to be picked by SGL) on their duty performance.
- (7) Ensuring that assigned police areas and living areas are maintained to Academy standard.

(8) Advising and supervising subordinate leaders in the accomplishment of their duties.

(9) Report violations of instructions or policies to the Academy Chain of Command.

(10) Properly briefing the new student leader when leadership positions are changed.

h. All students will follow instructions from the student Chain of Command during the course to ensure that tasks are accomplished according to standards. Students performing assignments in leadership positions will ensure that they are familiar with the duties required of the position.

Disobedience or failure to respond to orders issued by a student leader could result in a disciplinary release from the course.

5-4. TRAINING: Training schedules are published by the Academy Chief of Training. It is the student's responsibility to be thoroughly familiar with the contents of the current training schedule and keep abreast of all changes. A copy of the training schedule will be posted in the Visitors book, classroom and the Squad leader's book.

CHAPTER 6 ACADEMY STANDARDS AND EVALUATION

6-1. STANDARDS AND CONDUCT: The 7th Army NCO Academy is dedicated to the principle of leadership by example.

a. Military Courtesy: Students will maintain the highest standards of military courtesy while at the academy. All soldiers at the 7th Army NCO Academy will extend the appropriate greeting or courtesy to passing or visiting officers and NCOs.

b. Personal Appearance: You are required to maintain a high standard of appearance at all times. Strict adherence to standards outlined in AR 670-1 is the rule. There are no exceptions.

(1) All students will maintain a clean and neat military appearance at all times. Male soldiers will shave prior to first call each day. Mustaches are authorized, but must be in compliance with AR 670-1.

(2) Military footgear will be highly polished at all times. Shower and running shoes will be clean and in serviceable condition. “Jungle Boots” may be worn but will not be worn during Land Navigation and STX during Winter Months (Oct-Apr). **TANKER BOOTS are not authorized in the academy.**

(3) Clothing will be neatly pressed, clean, and serviceable.

(4) Unit insignia, chevrons, nametags, US Army tags, and cloth badges will be correctly positioned IAW AR 670-1.

(5) Sunglasses, tinted lens, or photo gray glasses will not be worn while in formation unless specifically prescribed by medical authorities. NO eye appearance altering contact lenses are authorized.

(6) The student uniform, in garrison, is BDUs, with stripped pistol.

6-2. STUDENT CONDUCT: NCO Academy students are representatives of the Noncommissioned Officer Corps and are expected to conduct themselves accordingly and adhere to the following. (NOTE: organic teams are defined as member of your assigned team/squad i.e. student numbers 1-10. Non-organic teams are any one from the same PLDC Company)

a. Students **will not** use profanity.

b. Use of tobacco products are not authorized in any academy building, this includes the academy classrooms and common areas.

c. Students will display proper military bearing at all times.

d. During classes, students will maintain an alert, attentive attitude. There will be no sleeping in the classrooms or any public establishment. Small Group Leaders will prepare formal counseling's on students who fail to conduct themselves properly. Formal counseling's are given for deficiencies such as; inattention, improper military courtesy, lack of motivation, loss of military bearing, failure to complete classroom requirements, and sleeping in class. Formal counseling's will also be given for outstanding performance.

e. Sleeping areas: These areas are off-limits from the first formation after PT through the end of the dinner formation. Students failing to bring any required materials to class and needing to return to the sleeping area must obtain permission from their SGL. The student will receive a negative spot report for failing to come to class prepared

f. Students are restricted to Company Areas. The Company Area is generally defined as the company billets and classroom buildings, as well as designated smoking areas and specific training areas. Company 1SGs will establish definitive company areas and brief the entire student population by 1700 hrs on Day #1.

g. Students will not consume alcoholic beverages of any kind while attending PLDC.

h. Curfew: At 2230 hours, all students will be **in their respective billets**. Students **may not** leave the billets after this time. Lights out is 2400 hours. At this time, students will be in their own beds, and all lights will be out.

i. Meals: In Garrison students will consume Breakfast and Dinner in the Grafenwoehr Dining Facility. Beginning on Day 3, Lunch can be consumed in any Main Post Eatery i.e. Burger King, Tower View Restaurant, Popeye's or the DFAC.

j. Strict adherence to training schedule and formation times is required. Absence from scheduled classes or formations may result in release from the course.

6-3. INSPECTIONS:

a. Personnel: SGLs will monitor daily in-ranks inspections. All inspections are geared toward identification of personal appearance and uniform deficiencies.

(1) An in-ranks inspection will be conducted daily unless otherwise directed by the training schedule.

(2) Individual deficiencies will be noted and the student will be required to make the necessary corrections.

b. Barracks: Beginning day #4, room and open wall-locker inspections will be conducted by Cadre members. There will be formal inspections during the cycle. The Cadre 1SG will conduct these inspections. Students will be expected to maintain a high

standard while attending the Academy. Each student platoon will be assigned an area to clean and maintain in a high state of police at all times.

(1) Rooms will be kept clean at all times. Floors will be swept, mopped, and buffed daily. Windows will be cleaned weekly.

(2) Student desks will be clean and orderly. Nothing of high value will be kept in the common desk drawers. No shoe shining products on top of the desks. Edge dressing will only be used outside.

(3) Beds will be made and properly aligned.

6-4. GRADING SYSTEM: Students are graded on both a point and "go/no-go" system. Examinations consist of three written exams and 6 performance evaluations. Performance evaluation points are determined by the percentage of graded sub-tasks performed correctly (Number of sub-tasks performed correctly divided by the total number of sub-tasks). All examinations are based on a 100-point grade system with 70% being a passing grade. Any student failing a test will be retrained prior to re-testing. Students passing the retest will be awarded 70 points as their test score for grade averaging. For class standing or Top Team, their initial score will be used. However, the final retest score will be recorded in the student's record to establish the level of proficiency attained.

6-5. EXAMINATIONS: To receive a passing score the student must score at least 70 percent or higher on each written examination. Exams One and Two have 40 test questions. This means each question has a value of 2.5 points, you must answer 28 questions or more correctly to receive a passing score. Missing 13 or more questions results in a failing score. Exam Three has 20 test questions. Each question is worth 5 points, allowing no more than 6 wrong answers for a passing score. Examinations and graded presentations are administered as a mandatory item and are essential in meeting the prerequisites for graduation.

6-6. PERFORMANCE EVALUATIONS:

a. In addition to the written examinations, each PLDC student must successfully complete performance tests to meet course graduation requirements in the following areas:

- (1) Army Physical Fitness Test (APFT).
- (2) Army Physical Fitness Training Performance Evaluation Test.
- (3) Drill and Ceremonies Performance Evaluation Test.
- (4) Individual Training Performance Evaluation Test.
- (5) Land Navigation Performance Evaluation Test.

(6) Leadership Performance Evaluation Test, Garrison and Tactical.

b. Students will not use cue cards during the performance evaluations (i.e. 3x5 cards).

6-7. STUDENT DEVELOPMENTAL COUNSELING:

a. Developmental counseling is a means of assisting and developing students and subordinates. Your SGL will counsel you in regards to:

- (1) Negative and positive performance.
- (2) Working as a team member.
- (3) How well or how poorly you are performing.
- (4) Attaining required standards.
- (5) Setting personal and professional goals.
- (6) Resolving personal problems.
- (7) Conducting self-assessments.

b. Feedback is essential for students to know how they are performing and where they stand in the course. All counseling must explain your progress to date. Small group leaders will conduct the following counseling as a minimum:

(1) **Initial counseling** using reception and integration counseling. This counseling should determine whether or not you have any personal problems or outside distracters that would interfere with your completion of the course. This session must include the statement “I will not acquire or provide inappropriate assistance before or during any test except as instructed (i.e., group activities) and will report any such inappropriate assistance before, during, or after the test administration.” This eliminates the DA Form 5286 requirement.

(2) **After any test/retest failure.**

(3) **Mid course** developmental counseling-progress to date.

(4) **Comprehensive end of course.** (Academic Evaluation Report counseling)

(5) **Any disciplinary problems**

c. The SGL will use the results of the developmental counseling process to determine ratings for your AER and course academic records and reports.

d. This SOP does not limit SGLs to the general indicators in FM 22-100, App B, but SGLs should be precise, objective, and fair in the developmental counseling process. (REF: TR 350-18, Chap 3, para 3-29, and FM 22-100, App B and App C)

NOTE: Counseling records play a major role in the event of favorable or unfavorable administrative personnel actions.

6-8. PASS PRIVILEGES: Passes are **NOT** granted during attendance at the 7th Army NCO Academy course unless authorized by the Commandant.

6-9. ACADEMIC EVALUATION REPORT (DA FORM 1059):

a. The Academic Evaluation Report (AER) is designed to portray the accomplishment and the potential that an individual demonstrates while attending the NCO Academy. A maximum of 20% of the graduating class may have block 13A, "*Exceeded Course Standards*" annotated on their DA Form 1059.

b. The academy prepares the DA Form 1059 immediately before graduation or in conjunction with dismissal. The student must ensure that he/she has a copy of the DA Form 1059 in his/her possession before departing the academy area. It is the student's responsibility to ensure all personal data is correct on the DA Form 1059 before leaving the academy area.

6-10. STUDY HALL: The first hour of study hall is mandatory for all students, regardless of their academic standing. The second hour is optional for additional help from Cadre if necessary. Cadre to student ratio will be 1 per classroom for the first study hall only and prior to an exam. During all other study halls, the ratio will be one instructor per company, except for high pay off targets such as Map Reading and Land Navigation Preparation. The first hour of study hall will be conducted in the classroom only.

6-11. DISMISSALS:

a. **Administrative Release:** Any student who has an official reason or medical appointment, quarters, or any emergency that causes a student to miss 4 hours of instruction may be released from this course. The training is critical and time does not permit the student to recover before moving on to other subject material. Commanders must request the student's release in memorandum format, addressed to the Commandant, 7th Army NCOA. The memorandum must include; standard name line for student, reason for release, requested release date, and a phone number where the commander can be reached. Recommend units include the home telephone number of the commander. The Academy fax number is 475-8497.

b. **Academic Release:** Soldiers that fail to achieve a second time GO on any evaluated tasks or fail to achieve 70% or more on any written examination retest are released from PLDC. Soldiers released for academic reasons may return to the Academy as soon as the soldier has been re-trained and the unit CSM has made prior coordination with the Commandant. All students **MUST** take an Army Physical Fitness Test (APFT)

within 72 hours of enrollment. Students failing their initial APFT will be given a retest within 7 to 14 days from their initial test. Students failing their APFT re-test will be released academically. The Academy does not have a pool available to administer the alternate swim event for the APFT. All prospective students must be able to participate in the 2 mile run, 2.5 mile walk, 6 mile road bicycle or stationary bicycle event.

c. **Disciplinary Release:** Violations of policy, standards, or regulations may result in disciplinary release from PLDC. Students released for disciplinary reasons must wait for 6 months before attending PLDC again. Reasons for disciplinary release are:

- (1) UCMJ Violations.
- (2) Violations of Standards of Conduct.
- (3) Violations of the Honor Code.
- (4) Lack of Motivation.
- (5) Other actions that bring discredit upon the United States Army.
- (6) Any sexual activity between students.

d. **Disciplinary Probation:** Students may be placed on disciplinary probation for up to 7 days by the Company First Sergeant for violations that do not warrant dismissal.

e. **Soldiers Denied Enrollment** for failure to meet body composition standards or are released for APFT failure also must wait 6 months to return to PLDC.

6-12. HONOR CODE:

a. The concept of the Honor Code among soldiers evolved centuries ago when individuals first banded together in order to establish a system for defending their land and property. Through the years, service members have grown from small bands into well-organized groups. In all such groups, leadership positions and Honor Codes have developed with them. The leaders established guidelines and regulations that were carried out and enforced by their subordinates.

b. Subordinates also relied on the honesty and integrity of their leaders. This situation persists in our present day Army. Leaders still rely on the honesty and integrity of the soldier, and their word is accepted as truth. However, if their actions are such that their honesty and integrity may be questioned, the leader not only jeopardizes their position and status, but the integrity of other leaders and therefore violations will not be tolerated.

c. The basic concept of the Honor Code is that a Noncommissioned Officer does not lie, cheat, or steal. In its most practical application, it means that an individual's word is their bond. Attendance reports are presumed to be correct since Noncommissioned

Officers render them. During examinations or classroom work, the students' work must be their own.

THE CODE:

(1) As a leader and student at the 7th Army Noncommissioned Officer Academy, I will always tell the truth and keep my word.

(2) I am above dishonesty, cheating, quibbling, evasive statements, and tricky wording.

(3) I will always respect the property rights of others and the government.

(4) I am aware that my signature is my bond.

(5) If I violate the Honor Code, I expect neither immunity nor special consideration.

(6) I am honor bound to report any breach of honor that comes to my attention.

d. **RESPONSIBILITY:** The Honor Code belongs to the students of the 7th Army NCO Academy and compliance to the code is the responsibility of each individual. The honor system does not cease with academic honor and integrity. It also applies to observance and adherence to the rule or regulation set forth by this Academy. To knowingly violate a rule or regulation, whether or not this violation is discovered, is a discredit to your own word of honor. It is your responsibility as a student to immediately report any violation of the honor system directly through the Chain of Command. Your failure to assume the responsibility of reporting violations of this Honor system could result in your elimination from the course.

(1) The 7th Army NCO Academy Honor Code system operates on the principle that integrity is an essential attribute; therefore, any student found guilty of a breach of integrity may be released from the course of instruction for misconduct as well as face possible disciplinary action. The Honor Code accepted at the Noncommissioned Officers Academy, while board in application, is precise in its meaning: "Each student's work is their own".

(2) The Honor system does not preclude students from working together in or out of the classroom when directed to do so by an SGL; nor does it preclude mutual discussion of individual solutions. The Honor System is not designed to stifle individual academic freedom, preclude the sharing knowledge, or interaction with fellow students; however, all graded requirements, oral, written, or hands on must be an individual effort. Students are specifically prohibited from any act or omission that provides an unfair advantage over their peers.

(3) Those who observe an honor violation and do not report it are also guilty of an honor violation.

(4) Violations of the Honor Code may result in dismissal from the Academy and an adverse remark placed on your DA Form 1059.

(5) **HONOR CODE VIOLATIONS:** The following procedures will be used to investigate suspected violations of the Honor Code:

(a) Incidents will be reported to the First Sergeant through the chain of Command.

(b) The First Sergeant will submit their recommendation to the Commandant for actions as deemed appropriate.

(c) Students will not discuss suspected or known violations with anyone other than the instructors, First Sergeant, Deputy Commandant or the Commandant.

CHAPTER 7

ACADEMIC STANDING AND PERFORMANCE HONORS

7-1. STANDARDS FOR SPECIAL STUDENT RECOGNITION: is based on demonstrated abilities of the "Whole Soldier". Therefore, any student who is involved in any military or civilian disciplinary problem, to include any violation of UCMJ, will be eliminated from the program. Furthermore, any student who does not receive a first time "Go" on leadership and hands-on evaluations and a first time "Pass" on exams will not be considered for recognition. The following graduates will be recognized in support of AR 600-8-19, Chap 3, para 3.50c, that awards promotion points for:

- a. Distinguished honor graduate. (15 promotion points).
- b. Distinguished leadership award. (10 promotion points).
- c. Commandant's list. (5 promotion points).

7-2. DISTINGUISHED HONOR GRADUATE: The Distinguished Honor Graduate is the top student of each company. This graduate is the student who demonstrated superior academic achievement through the "Whole Soldier" concept. In the event of a tie, commandants will use the APFT as a tiebreaker for these honors. This graduate must meet the following prerequisites:

- a. All criteria for the Commandant's List Graduate.
- b. Have highest overall academic average.
- c. Have no adverse developmental counseling.

7-3. HONOR GRADUATE: The Honor Graduate is the second place student based upon the criteria in 7-2, above. The Honor graduate will receive 5 promotion points based upon the certificate of achievement awarded by the Commandant (Brigade level CSM).

7-4. COMMANDANT'S LIST GRADUATES: The Commandant's List is formed from students in the top 20 percent of their class as of Day 27. This percentage includes the Distinguished and Honor Graduates. These graduates must have "EXCEEDED COURSE STANDARDS" rating in Block 13a of the AER. The following guidelines represent the minimum considerations for this rating:

- (1) Displayed superior performance, Army values, and the "Whole Soldier Concept" **throughout the course.**
- (2) Received a first time "GO" on all examinations/evaluations and an overall academic average of 90 percent or higher.

(3) SUPERIOR ratings in three of four “DEMONSTRATED ABILITIES” blocks, Block 14, DA FORM 1059.

(4) Did not receive any adverse developmental counseling.

(5) Presented superior military appearance and bearing throughout the course.

NOTE: Students who have been previously released from PLDC for disciplinary, apathy, or academic reasons are not eligible for honors. This policy is due to the potential advantage prior attendees have from previously viewing examination materials. Exceptions may be granted to students who received administrative or medical releases from their previous class PRIOR to the first examination. If you are in this category, notify your SGL/PSG immediately.

7-5. LEADERSHIP AWARDEE: There will be **ONLY** one Leadership Award recipient per company. Eligible nominees will appear before a board. This will designate the Leadership Award to the nominee who receives the board’s highest evaluation. The nominee must meet the following prerequisites:

a. Must be chosen by peers.

b. Must not have any adverse developmental counseling. Have SUPERIOR rating in Block 14c (Leadership Skills on their AER) To receive a SUPERIOR rating in Block 14c, the student must:

(1) Not have received any adverse developmental counseling.

(2) Scored an aggregate 90% or above for both Leadership Positions and Land Navigation.

7-6. COMMANDANT'S INSPECTION AWARDEE: There will be **ONLY** one Commandant's Inspection Awardee per company. To be eligible for the Commandant's Inspection Award, student must not receive any derogatory counseling statement for infractions of the rules, policies, or regulations and must have a first time "GO" on all examinations and evaluations. The Commandant's Inspection Award will be selected through a sequence of inspections conducted by -

a. Senior Small Group Leader

b. First Sergeant

c. Commandant or Deputy Commandant

7-7. COMMANDANT’S SUPERIOR PHYSICAL FITNESS 300 CLUB: Students who score 300 points on the Army Physical Fitness Test (APFT) will receive a Certificate of Achievement from the Commandant and their name will be placed on a plaque honoring the members of the Commandant’s Superior Physical Fitness 300 Club. Students scoring a minimum of 90 points in each event will have their APFT score annotated on their DA Form 1059.

7-8. TOP TEAM: The “Top Team” is the one Team in each company, which demonstrated superior teamwork throughout the entire course. Because the success of any element in the Army is dependent upon not only the performance of its individual soldiers, but that of team members as well, the performance of the Top Team will be measured likewise. Therefore, any Team having a soldier with military disciplinary problems, to include UCMJ violations, will be eliminated from the program. Additionally, if any student in the Team receives an adverse development counseling, (except for failing the initial APFT or missing items from the packing list) the Team becomes disqualified. A soldier being released from a Team for administrative and/or medical reasons will NOT disqualify that Team.

a. Scoring will be similar to that of individual honors. It will be accomplished by obtaining the over all (initial scores only) average score for the Team on all graded areas. In the event of a tie the Team average APFT scores will be used to determine the Top Team.

b. A Team is defined as the 8-10 students assigned to a Small Group Leader.

c. The Top Team will be recognized on stage at each company Graduation Ceremony. Each member of the Team will receive a Memorandum of Commendation from the Commandant, and an NCO Academy certificate.

d. The two SGLs responsible for that classroom will also be recognized.

7-10. GRADE STANDARDS:

a. Each student will receive a student record of training (below) at the end of the course. Scores are entered and derived from the percentage of evaluated areas and exams conducted.

STUDENT RECORD OF TRAINING

STUDENT RANK/NAME (Last, First MI):				SSN:		STUDENT #	
SGL NAME:				SQUAD:		Class:	
TEST / PERFORMANCE EVALUATED	Initial Score (0 - 100)	Rating (Superior Satisfactory Unsatisfactory)	1 st Retest Score (70% Max)	Retest Rating (Satisfactory/ Unsatisfactory)	(Based on App'd Rebuttal) 2nd Retest Score (70% Max)	Retest Rating (Satisfactory/ Unsatisfactory)	
Written Exam I							
Written Exam II							
Written Exam III							
APFT							
PT (Performance Evaluation)							
Drill and Ceremony							
Individual Training Session							
Land Navigation							
Leadership (Garrison)							
Leadership (Tactical)							
Total							
Average							
Unsatisfactory (0% - 69%) Satisfactory (70% to 89%) Superior (90% - 100%)							
Remarks: (e.g. Commandant's List, Distinguished Honor Graduate, Leadership Award)							
NOTE: <ol style="list-style-type: none"> 1. For The APFT, see ACADEMIC CONVERSION CHART at TAG-2-2, this Appendix. 2. Award students passing retest 70% for grade averaging. However, record the final retest score in the student's record to establish the level of proficiency attained. (Students do not qualify for class honors if they must retest in any area listed above. 3. See page CC-9-1 (Performance Step Evaluation Conversion Chart) to convert the steps in the performance evaluations (PT, D&C, Land Navigation, Individual Training and Leadership garrison and tactical) to a grade. 							
SGL Signature/Date			Student Signature/Date				

APFT POINT CONVERSION CHART

UNSAT		202	75.50		227	81.75		252	88.00		276	94.00
0-179	69.75	203	75.75		228	82.00		253	88.25		277	94.25
SAT		204	76.00		229	82.25		254	88.50		278	94.50
180	70.00	205	76.25		230	82.50		255	88.75		279	94.75
181	70.25	206	76.50		231	82.75		256	89.00		280	95.00
182	70.50	207	76.75		232	83.00		257	89.25		281	95.25
183	70.75	208	77.00		233	83.25		258	89.50		282	95.50
184	71.00	209	77.25		234	83.50		259	89.75		283	95.75
185	71.25	210	77.50		235	83.75		SUPERIOR			284	96.00
186	71.50	211	77.75		236	84.00		260	90.00		285	96.25
187	71.75	212	78.00		237	84.25		261	90.25		286	96.50
188	72.00	213	78.25		238	84.50		262	90.50		287	96.75
189	72.25	214	78.50		239	84.75		263	90.75		288	97.00
190	72.50	215	78.75		240	85.00		264	91.00		289	97.25
191	72.75	216	79.00		241	85.25		265	91.25		290	97.50
192	73.00	217	79.25		242	85.50		266	91.50		291	97.75
193	73.25	218	79.50		243	85.75		267	91.75		292	98.00
194	73.50	219	79.75		244	86.00		268	92.00		293	98.25
195	73.75	220	80.00		245	86.25		269	92.25		294	98.50
196	74.00	221	80.25		246	86.50		270	92.50		295	98.75
197	74.25	222	80.50		247	86.75		271	92.75		296	99.00
198	74.50	223	80.75		248	87.00		272	93.00		297	99.25
199	74.75	224	81.00		249	87.25		273	93.25		298	99.50
200	75.00	225	81.25		250	87.50		274	93.50		299	99.75
201	75.25	226	81.50		251	87.75		275	93.75		300	100.00

- NOTE:**
1. Those soldiers with permanent physical profiles for the sit-up and/or push-up events will receive 60 points for each event waived and use the actual score for each event taken and must qualify on the 2-mile run or approved alternate aerobic event test.
 2. Soldiers taking an alternate event for the 2-mile run receiving a GO, receive a score for that event equal to the average of the scores for the other two events.
 3. The above chart has a weight of 100 percent, as its basis.
 4. IAW FM 21-20, Chap 14, p 14-19, Maximum score of 300, no extended scale.

b. The following depicts grade equivalents for the number of correctly performed graded areas on the performance evaluations for Your Student Evaluation Plan:

PERFORMANCE STEP EVALUATION CONVERSION CHART

PT		D&C		LAND NAV		IND TNG		LDRSHIP Gar		LDRSHIP Tac							
Steps	Score	Steps	Score	Steps	Score	Steps	Score	Steps	Score	Steps	Score						
23	100 %	23	100 %	04	100 %	20	100 %	16	100 %	28	100 %						
22	96	22	96	03	75	19	95	15	94	27	96						
21	91	21	91	02	50	18	90	14	88	26	93						
20	87	20	87	01	25	17	85	13	81	25	89						
19	83	19	83			16	80	12	75	24	86						
18	78	18	78			15	75	11	69	23	82						
17	74	17	74			14	70	10	63	22	79						
16	70	16	70			13	65	09	56	21	75						
15	65	15	65			12	60	08	50	20	71						
14	61	14	61			11	55	07	44	19	68						
13	57	13	57			10	50	06	38	18	64						
12	52	12	52			09	45	05	31	17	61						
11	48	11	48			08	40	04	25	16	57						
10	43	10	43			07	35	03	19	15	54						
09	39	09	39			06	30	02	13	14	50						
08	35	08	35			05	25	01	06	13	46						
07	30	07	30			04	20			12	43						
06	26	06	26			03	15			11	39						
05	22	05	22			02	10			10	36						
04	17	04	17			01	5.			09	32						
03	13	03	13									08	29				
02	09	02	09									07	25				
01	04	01	04									06	21				
												05	18				
												04	14				
												03	11				
												02	07				
												01	04				

1. USASMA based the above step academic conversion chart on a 100-percentile weight.

2. Maximum passing score for any retest is 70 percent.

Creed of the Noncommissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "the Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watch-word. My two basic responsibilities will always be uppermost in my mind, accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve, seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

The Army Goes Rolling Along

Verse:

March along, sing our song
With the Army of the free.
Count the brave, count the true
Who have fought to victory
We're the Army and proud of our name!
We're the Army and proudly proclaim.

First Chorus:

First to fight for the right,
And to build the nations might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battles won,
And the Army goes rolling along.

Refrain:

And it's Hi! Hi! Hey!
The Army's on it's way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along.

Second Chorus:

Valley Forge, Custer's ranks,
San Juan Hill and Patton's tanks,
And the Army goes rolling along.
Minutemen from the start
Always fighting from the heart,
And the Army goes rolling along.

Refrain:

And it's Hi! Hi! Hey!
The Army's on it's way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along.

Third Chorus:

Men in rags, men who froze,
Still the Army met it's foes,
And the Army goes rolling along.
Faith in God, then we're right,
And we'll fight with all our might,
And the Army goes rolling along.

Refrain:

And it's Hi! Hi! Hey!
The Army's on it's way,
Count off the cadence loud and strong:
For where're we go, you will always know
That the Army goes rolling along!
That the Army goes rolling along!

STUDENT PUBLICATION REFERENCES

FM 7-7	THE MECHANIZED INFANTRY PLATOON/SQUAD (APC)
FM 7-8	INFANTRY RIFLE PLATOON AND SQUAD
FM 21-10	FIELD HYGIENE AND SANITATION
FM 21-20	PHYSICAL FITNESS TRAINING
FM 3-25.26	MAP READING AND LAND NAVIGATION
FM 3-21.5	DRILL AND CEREMONIES
FM 22-100	MILITARY LEADERSHIP
FM 7-0	TRAINING THE FORCE
FM 7-1	BATTLE FOCUS TRAINING
FM 3-0	OPERATIONS
AR 600-9	WEIGHT CONTROL
AR 600-20	ARMY COMMAND POLICY
AR 670-1	WEAR AND APPEARANCE OF ARMY UNIFORMS AND INSIGNIA
DA PAM 350-21	FAMILY FITNESS HANDBOOK
DA PAM 600-25	U.S. ARMY NONCOMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT GUIDE
TC 22-6	THE ARMY NONCOMMISSIONED OFFICER GUIDE
ARTEP 7-8-MTP	MISSION TRAINING PLAN FOR THE INFANTRY RIFLE PLATOON AND SQUAD
STP 21-1-SMCT	SOLDIER'S MANUAL OF COMMON TASKS, SKILL LEVEL 1
STP 21-24-SMCT	SOLDIER'S MANUAL OF COMMON TASKS, SKILL LEVELS 2-4
UPDATE 2-14	UNIT SUPPLY (ISSUE NO. 14) CONSOLIDATED HANDBOOK w/ AR 735-5; DA PAM 710-2-1
UPDATE 3-14	MAINTENANCE MANAGEMENT (ISSUE NO. 13) CONSOLIDATED HANDBOOK
UPDATE 11-6	EVALUATION (ISSUE NO. 6) CONSOLIDATED HANDBOOK w/ AR 623-20

TELEPHONE DIRECTORY

DIALING INSTRUCTIONS: From any military DSN, 475 is the Grafenwoehr prefix, and when dialing from any civilian phone, you must dial the Grafenwoehr civilian prefix 09641-83 then the last four digits. When calling from Grafenwoehr local area only dial 83 then the last four digits.

7TH ARMY NCO ACADEMY:

COMMANDANT	
DEPUTY COMMANDANT	
SECRETARY	8451/8452

S-1	8277/8462
S-3(OPERATIONS)	8279/8457
PLANS	8279/8457
CHIEF OF TRAINING	8456/8288
ACADEMIC RECORDS	8455/8492

(STUDENT INFORMATION/VISITATION)

AID STATION	8453
S-4	8466/8467

A CO, PLDC 1SG/TNG NCO	8458/8157
CQ	7969

B CO, PLDC 1SG/TNG NCO	8140/8461
CQ	8460

C CO, PLDC 1SG/TNG NCO	8537/8104
CQ	8534

ACADEMY SDNCO	8453
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(AFTER DUTY HOURS/WEEKENDS/HOLIDAYS ONLY)

AMERICAN RED CROSS	1760/8330
ARMY COMMUNITY SERVICE	8371/7413
ARMY EMERGENCY RELIEF	6138/7157
ARMY POST OFFICE	6128
BARBER SHOP	GC 470
CHILD DEVELOPMENT CENTER	6232
DENTAL CLINIC	1720
BEAUTY SHOP	2814
CHAPEL ANNEX	1370/6502
DISPENSARY	7152
FINANCE OFFICE	1730
GERMAN BUNDESPOST GC	2041/421
GUEST HOUSE (TOWER INN)	1700/6182
LAW CENTER	7114/6170
NATIONS BANK	6140
MILITARY CLOTHING SALES STORE	7109
POST EXCHANGE	GC 646
PICK-UP POINT	GC 1232
SATO	7186

Gate 1

